

**KINGDOM OF CAMBODIA**  
**Ministry of Economy and Finance**  
**Public Financial Management Modernization Project**  
Grant No. TF015434  
**REQUEST FOR EXPRESSION OF INTEREST**  
**10 ICT Technicians**  
**10 Business Analysts**  
(Local Consultants)

1. This Request for Expression of Interest follows the General Procurement Notice for the Public Financial Management Modernization Project that appeared in *United Nations Development Business*, issue 690 dated 16 November 2006.
2. The Royal Government of Cambodia (RGC) through the Ministry of Economy and Finance (MEF) has received a Trust Fund Grant No. TF015434 from multi-donor towards the costs of the Public Financial Management Modernization (PFMMP).
3. The Ministry of Economy and Finance, General Secretariat, Steering Committee of the Public Financial Management Reform, as the implementing agency for PFMMP intends to use part of the proceeds of the grants for the services of:  
**10 ICT Technicians as below positions:**
  - **Database Developer / Administrator** (2 Positions)
  - **System Administrator** (2 Positions)
  - **ICT and Network Infrastructure and Security** (3 Positions)
  - **Web Developer / Programmer** (2 Positions)
  - **Multimedia and Graphic Designer** (1 Position)**10 Business Analysts as below positions:**
  - **Business Analyst responsible for Contract Management** (2 Positions)
  - **Business Analysts responsible for FMIS Functions** (8 Positions)
4. The successful Local Individual Consultants shall have the following qualifications and experiences:

**ICT Technicians**

- At least bachelor degree with sound knowledge in Information and Communication Technologies required in the applied position or equivalent.
- (High priority for Android and iOS developing skills for Web master and developer position).
- Graduate qualified in ICT fields.
- Previous experience of working on the implementation on the direct or line products such as Oracle, Microsoft, Juniper.
- At least 1 year experience in responsible for similar position(s).
- Proven experience of working with other donors, particularly the World Bank is also essential.
- Female candidate are encouraging and get first priority for the selection.
- Native Khmer speaker and Good in English.

**Business Analysts Responsible for Contract Management**

- At least holding a Bachelor's degree in Laws and Regulation of the Kingdom of Cambodia particularly the Contract law
- Must have knowledge and experience in Contract management

- Must know how to use Microsoft Project for Project management and Contract management
- Must have basic understanding of computer and be able to use MS Word, MS Excel, MS Project, Internet and Email fluently. Suitable training in FMIS will be provided as required.
- At least 1 year experience in responsible position.
- Female candidates are encouraging and get first priority for the selection.

#### **Business Analysts responsible for FMIS Functions**

- At least holding a Bachelor's degree in financial, accounting, CAT or equivalent field.
  - Have knowledge in using Accounting Software (QuickBooks, Peachtree, Sage etc.)
  - Must have basic understanding of computer and be able to use MS Word, MS Excel, MS Project, Internet and Email. Suitable training in FMIS will be provided as required.
  - At least 1 year experience in responsible position.
  - Female candidates are encouraging and get first priority for the selection.
5. The GSC of the MEF invites expressions of interest from qualified and experienced local individual consultants to undertake the above-mentioned services. The consultant shall be selected in accordance with the procedures set out in Section V, Selection of Individual Consultants under the World Bank's Guidelines: Selection and Employment of Consultants by World Bank Borrowers, published in May 2004.
  6. Interested local individual consultants in submitting their expressions of interest must provide copy of their updated curriculum vitae, indicating personal and technical skills, academic qualifications, experience in similar assignments, and names of at least three (3) referees with contact information (e-mail address, telephone or fax numbers).
  7. Consultants may obtain copies of the detailed Terms of Reference (in English) for the assignment from the address below during the office hours from 08:00 to 11:30 hours and 14:00 to 17:00 hours or through the **website [www.pfm.gov.kh](http://www.pfm.gov.kh) or e-mail to [huy.sovannara@pfm.gov.kh](mailto:huy.sovannara@pfm.gov.kh) / [admin@pfm.gov.kh](mailto:admin@pfm.gov.kh).**
  8. Expressions of interest must be submitted to the address below **on or before 22 April 2015, before 17:00 hours**. Only short-listed consultants will be notified.

#### **GENERAL SECRETARIAT, STEERING COMMITTEE OF PUBLIC FINANCIAL MANAGEMENT REFORM**

**Ministry of Economy and Finance, 2<sup>nd</sup> Floor (Main Building), Room A, Street 92  
Sangkat Wat Phnom, Khan Daun Penh, Phnom Penh, Cambodia**

**Tel: (855) 23 430 791**

**E-mail: [huy.sovannara@pfm.gov.kh](mailto:huy.sovannara@pfm.gov.kh)**

**CC: [admin@pfm.gov.kh](mailto:admin@pfm.gov.kh)**

# KINGDOM OF CAMBODIA

Nation Religion King



## Ministry of Economy and Finance

Public Financial Management Reform Program

Financial Management Information System

## Terms of Reference

### Business Analysts

(Local Business Analysts)

## Introduction

Ministry of Economy and Finance (MEF) of the Royal Government of Cambodia (RGC) is now implementing the Public Financial Management Reform Program (PFMRP). This program aims to improve the good governance and transparency in the National Budget Management especially in the national budget expenditure with the improvement of the standards of management and accountability in the mobilization of all government current and capital resources and effectiveness. In order to achieve this goal the Ministry in cooperation with its development partners designed an action plan called «Public Financial Management Reform Program Hand Book». This handbook is a bundle of projects which will enable the reform process to approach its goal effectively and timely.

The project includes the overall budget management process reform such as budget streamlining, budget programming, budget execution etc., capacity building for all and the core project of the entire program which is called «Government Financial Management Information System (FMIS)» which was led and managed by the Information Technology Department (ITD) since June 2006.

The Supply and Implementation of the FMIS Treasury System was awarded to **FTP Information Technologies Joint Venture with LG-CNS** as Contractor in December 2013 and proposed **Oracle PeopleSoft Financial Packages** as the solution for the financial management system, Oracle combined with Microsoft products as server site software and hardware, Juniper as Network infrastructure products and Dell & HP as end-user equipment. In addition two Data Centers will be built for this project as part of the contract.

In January 16, 2014 this project was transitioned to be managed by a project management team called FMIS Management Working Group (FMWG) under the leadership of **Dr. Hean Sahib**, Secretary of State of MEF directly support from **Dr. Aun Pornmoniroth**, Minister of Economy and Finance. FMWG comprised of management levels and operational officials from stakeholding general departments in MEF.

At the point of the transitioning from its Stage II to Stage III, FMIS plays critical roles to accelerate the reform processes and activities to ensure the effectiveness and efficiency of the Government's financial management and execution particularly to improve the services delivery to the other Government's institutions and Cambodian people.

With the objective to work with Contractor during design, installation and implementation of the FMIS system and preparing to take the ownership of the system after the completion of the contract, FMWG required at least 2 contract staffs to support in the FMIS project's contract management, project office management, asset management, communication, presentation and report writing and 8 Business Analysts to support in designing, developing and testing system, deliver training, change management and application help desk.

## **Position required**

- 1. Business Analyst responsible for Contract Management – 2 positions**
- 2. Business Analysts responsible for FMIS Functions – 8 positions**

## **Roles and responsibilities**

### **1. Business Analyst responsible for Contract Management – 2 positions**

- ***FMIS Contract management:***
  - Monitor and analyze on the FMIS contract, implementation schedule, Inventory tables
  - Record, assess and monitor the deliverables and performance of the prime contractor (and other contracts) and any differences in interpretation of contract details
  - Participate in discussions and support the FMIS Project Manager (ITD) with interpretations of contract conditions and quality of contractor deliverables
  - Provide advice and support to MEF's Project Manager on all the contractual shortcomings and log the issues that may negatively affect MEF's obligations under the contract
  - Prevent the project from the scope creep
  - Prevent/minimize customization requirement of the FMIS system
  - Provide input to possible changes to laws and regulations that might be updated to improve the capacity of FMIS to deliver increased support to the broader PFMRP
  - Responsible for contract payment for Contractor
- ***FMIS Asset management:***
  - Prevent project from front loading issues based on the FMIS contract
  - Keep record on all FMIS assets
  - Report on the FMIS asset maintenance and replacement schedule
- ***Office Management:***
  - Manage and Document all the project files and information in hardcopy and softcopy
  - Assist in issuing Project's administrative letters and document
  - Frequently update the progress on the Project Plan by using Microsoft Project.

- **Quality assurance and testing:**
  - Accountable for the assignment that all project deliverables are made on time and in accordance with RGC requirements and expectation
  - Ensure the readiness of FMIS users for FMIS roll out in the production phase of the project
  - Help end users in the acceptant test process and compliant correction of identified issues arising from those tests
  - Managing the contractors in the delivery of the FMIS to meet RGC requirements.
- **Reporting:**
  - Report periodically (daily, weekly, quarterly or as requested) to the IT Department management in the most preferable language on the situation, problem areas, progress, actions need to be done and required stakeholders in the field of assignment
  - Compile the reports from the other Business Analysts (daily, weekly, quarterly) and summarize the key points and issues and give recommendation and submit to the IT Department management in the most preferable language.
- **Training:**
  - Participate in the necessary capacity building program
  - Help to prepare training materials to ensure the training courses will enable the FMIS end users fully perform their tasks through the FMIS system with a particular emphasis on existing laws and regulations that affect the manner in which FMIS must be used
  - Assist with training, both group and individual on-the-job to clients.
- **Leadership and Development:**
  - Must lead all the other business analysts and compile the reports produced by the other business analysts
  - Must willing to work hard and independently especially, traveling to provinces
  - Must be willing to participate actively in the R&D Project led by ITD with particular emphasis on any possible conflicts with existing operational policies and procedures.
- **Other duties:**
  - Communicate and follow up with all project teams on the progress activities and documentation
  - As there will be scope to participate more directly in the FMIS project, undertake tasks associated with the testing, training, rollout and ongoing user and software support
  - Assist in the preparation of a future approved procurement for supply of a second stage bidding process for FMIS
  - Provide input to possible changes to laws and regulations that might be updated to improve the capacity of FMIS to deliver increased support to the broader PFMRP.

## **2. Business Analysts responsible for FMIS Functions – 8 positions**

### **– *Business Analysis and Reporting:***

- Working closely and cooperatively with the FMWG-ITD and Contractor team to fully understand and learn current business processes and to-be business process (FMIS system process)
- Participation in any trainings assigned by FMIS project manager regarding functional area in order to be able to handle modules that will be implemented in FMIS system including General Ledger (GL), Account Payable (AP), Account Receivable (AR), Budget Allocation (BA), and Purchasing (PO)
- Work on impact analysis to come up with a comprehensive result to communicate with direct and indirect FMIS clients
- Will be able to train FMIS end users on what have been trained and learned with FMWG-ITD and Contractor team
- Take part in discussions with the FMWG and Contractor team (the supplier of the FMIS system) about issues that might arise between the FMIS and user requirements
- Develop alternative approaches to requirements to achieve best fit alternatives
- Represent those alternatives to the relevant areas of Government and to seek agreement on alternatives
- Participate in the final design and configuration of FMIS to ensure that FMIS accords with best practice and addresses RGC's requirements for an effective Public Financial Management System
- Communicate with relevant finance areas about progress and seek the involvement of those areas in testing the system, approving or suggesting changes and ultimately accept the FMIS as best possible fit
- Support users of FMIS by providing advice and assistance before, during and after FMIS in operation (roll out)
- Assist or control, the rolling out of FMIS to capital-provincial treasuries and key general departments over the life of the project
- Document FMIS system and user manuals in specific areas of expertise to assist current and future users of FMIS to gain and maintain familiarity with the system
- Report periodically (daily, weekly, quarterly) to the ITD management/FMIS project manager in the most preferable language on the situation, problem areas, progress, actions need to be done, required stakeholders in the field of assignment.

### **– *Quality Assurance and Testing:***

- Ensure the readiness of FMIS users for FMIS roll out in the production phase of the project
- Train the end user how to do the most efficient acceptant test in different scenarios
- Help end users in the acceptant test process
- Represent the clients to evaluate and negotiate in Fit/Gap analysis.



- **Training:**
  - Help to prepare training materials to ensure the training courses will enable the FMIS end users fully perform their tasks through the FMIS system
  - Assist with training, both group and individual on-the-job to clients
  - Train the clients to draw from the current processes to the to be processes and document those processes descriptively and
  - Draw a business flow chart for all clients.
- **Leadership and Development:**
  - Must be able to explain to clients the on the different between current and to-be process
  - Must willing to work hard and independently especially, traveling to provinces
  - Must willing to accept further training and research in the country and abroad
  - Must willing to share knowledge mutually among the other co-workers
  - Must willing to participate actively in the R&D Project led by ITD
- **Other duties:**
  - Must accept and accomplish the other tasks defined by ITD and MEF management.

## Competencies

Skill Area	Requirements
<b>1. Technical Skills</b>	<p>For Contract management position:</p> <ul style="list-style-type: none"> <li>– At least holding a Bachelor's degree in Laws and Regulation of the Kingdom of Cambodia particularly the Contract law</li> <li>– Must have knowledge and experience in Contract management</li> <li>– Must know how to use Microsoft Project for Project management and Contract management</li> <li>– Must have basic understanding of computer and be able to use MS Word, MS Excel, MS Project, Internet and Email fluently. Suitable training in FMIS will be provided as required.</li> </ul> <p>For Business Analysts:</p> <ul style="list-style-type: none"> <li>– At least holding a Bachelor's degree in financial, accounting or equivalent field.</li> <li>– Have knowledge in using Accounting Software (QuickBooks, Peachtree, Sage etc.)</li> <li>– Must have basic understanding of computer and be able to use MS Word, MS Excel, MS Project, Internet and Email. Suitable training in FMIS will be provided as required.</li> </ul>
<b>2. Professional</b>	Must hold a university degree in Laws, Accounting or Finance,

<b>qualification</b>	Business Management, Economics or certified CAT. <b>Note:</b> Candidate applying for Contract management position who has non-law degree must include some level of study and experience in legal aspects of Contract Law
<b>3. Language</b>	Native Khmer speaker and Good in English
<b>4. Experiences</b>	At least 1 year experience in responsible position
<b>5. Gender</b>	Female candidates are encouraging and get first priority for the selection

## Deliverables

- Well performance the duties as described in roles and responsibilities
- Monthly performance reports
- Evaluation report from FMIS Project manager

## Timing and inputs

These inputs will be undertaken in Cambodia over a period of up to 1 year. The inputs are required as soon as possible. The Contract staffs will report directly to the FMIS Project Manager.

## Post Counterparts

The appointed consultant will have as their main counterparts the FMWG's Management, FMIS Project Manager plus other counterparts from within the IT Department and FMIS Management Working Group Office. In this case the nominated counterparts are:

<b>Post</b>	<b>Name</b>
<b>FMWG's Management</b>	Dr. Hean Sahib, Chairman of FMWG
<b>FMIS Project Manager</b>	Mr. Maun Prathna
<b>MEF's senior technical staffs</b>	Senior ICT technical officials in Information Technologies Department (ITD)

These staffs have direct responsibility for delivery of the improvements encompassed by the proposed assignments. The assignments of the Contract staffs do not and should not detract from this responsibility. However, the Contract staffs should regard their success in achieving their responsibility as an obligation on himself/herself.



## **Working Methods**

The establishment of a close collaborative working arrangement is essential. A mentoring role is important and a test of success is not just the technical delivery of the advice, but also the personal development of counterparts and other staffs within the ITD so that they are able to better understand MEF and Government's legal rights and obligations under the contract and associated Cambodian law.

## **Reporting Mechanisms**

These staffs will in the first mission of the assignment produce an initial inception report including a detailed action plan for discussion and agreement with FMIS Project Manager. Monthly deliverable reports will submit the mission report including output to and approved by FMIS Project Manager for mission payment. During the period of assignments the Contract staffs will produce quarterly progress reports for discussion with the FMIS Project Manager, chairman of FMIS Management Working Group and the MEF Reform Committee.

## **Languages**

Khmer and English will be used for all communications, reporting and documentation.

## **Location of the assignments**

Mostly the Contract staffs are required to work at Information Technologies Department Office on the sixth floor of Building B, Ministry of Economy and Finance, St. 92, Sangkat Wat Phnon, Khan Daun Penh, Phnom Penh, and Kingdom of Cambodia.

## **Logistics arrangement**

The office desk and chair, internet access will be provided to the Contract staffs. However, the Contract staffs will need to bring his or her own laptop computer and other necessary tools to perform and achieve the assignments. The Contract staffs will not be encouraged to work and communicate by any mean for his own personal issues other than the above specified assignment during the assignments' working time.

## **Incentive**

- During or after contract, outstanding candidates will have the opportunity become Government's officials (Government's salary) based on performance reviewed by FMWG.

# KINGDOM OF CAMBODIA

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## Ministry of Economy and Finance

Public Financial Management Reform Program

Financial Management Information System

## Terms of Reference

### 10 ICT Technicians

(Local ICT Technicians)

## Introduction

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The Supply and Implementation of the FMIS in this 1<sup>st</sup> phase was awarded to **FTP Information Technologies Joint Venture with LG-CNS** as Contractor in December 2013 and proposed **Oracle PeopleSoft Financial Packages** as the solution for the financial management system, Oracle combined with Microsoft products as server site software and hardware, Juniper as Network infrastructure products and Dell & HP as end-user equipment. In addition two Data Centers will be built for this project as part of the contract.

In January 16, 2014 this project was transitioned to be managed by a project management team called FMIS Management Working Group (FMWG) under the leadership of **Dr. Hean Sahib**, Secretary of State of MEF directly support from **Dr. Aun Pornmoniroth**, Minister of Economy and Finance. FMWG comprised of management levels and operational officials from stakeholding general departments in MEF.

At the point of the transitioning from its Stage II to Stage III of PFMRP, FMIS plays critical roles to accelerate the reform processes and activities to ensure the effectiveness and efficiency of the Government's financial management and execution particularly to improve the services delivery to the other Government's institutions and Cambodian people.

With the objective to work with Contractor during design, installation and implementation of the FMIS system in 1<sup>st</sup> phase, preparing to take the ownership of the system after the

completion of the contract, and preparing a ready team to expand the scope and scale of FMIS in next phases ITD required at least 10 ICT Technicians to assist the existing ICT technical officials and existing ICT contract staff to support daily activities to achieve the described objectives.

## **Position required**

- 1. Database Developer/Administrator – 2 positions**
- 2. System Administrator – 2 position**
- 3. ICT and Network Infrastructure and Security – 3 positions**
- 4. Web Developer/Programmer – 2 positions**
- 5. Multimedia and Graphic Designer – 1 Position**

## **Roles and responsibilities**

### **1. Database Developer/Administrator – 2 positions**

- Work with Contractor's technical staffs and MEF's technical officials on the responsible area during the design, development, installation and implementation phase of FMIS
- Work on database management system (DBMS) such as Oracle 11g, Microsoft SQL Server, MySQL, etc.
- Install and upgrade the database software and application tools
- Allocate system storage and plan future storage requirements for the database system
- Administers all database objects, including tables, clusters, indexes, views, sequences, packages, procedures, etc.
- Maintain data import/export
- Document the database configuration
- Enroll database users and maintain database users security
- Ensure compliance with database vendor license agreement
- Control and monitor user access to the database
- Monitor and optimize the performance of the database
- Performs ongoing tuning of the database instances
- Plan for database backup and recovery
- Maintain archived data and backup and restore databases
- Troubleshoots with problems regarding the databases, applications and development tools
- Contact database software vendor for technical support
- Design and generate exclusive various reports based on the user's requirement using Structure Query Language (SQL), PL/SQL, T-SQL and Business Intelligent tool
- Participate in related training programs
- Produce daily, weekly and monthly or based on demand report on the database performance, database usage, security risks and recommendation for update and upgrade.

## **2. System Administrator – 2 positions**

- Work with Contractor's technical staffs and MEF's technical officials on the responsible area during the design, development, installation and implementation phase of FMIS
- Manage system security, operation and performance
- Document the system configuration
- Fine tune the system performance
- Create system security policies for organization and users
- Manage Roles, Groups and Users security
- Apply system updates, patches and configuration changes for servers and client machines
- Prepare and implement the system maintenance plan and schedule
- Troubleshoots with problems, system performance and security issues
- Perform system auditing and security log to identify potential issues for the system
- Ensure the efficiency use of the system resources and sustainability of the system operation to support the continuity of the business
- Develops and maintains backup procedure
- Participate in training programs
- Produce daily, weekly and monthly or based on demand report on the system performance, maintenance and security.

## **3. ICT and Network Infrastructure and Security – 3 positions**

- Work with Contractor's technical staffs and MEF's technical officials on the responsible area during the design, development, installation and implementation phase
- Setup, maintain and expand network infrastructure for FMIS system and MEF's network infrastructure
- Installation and maintenance IT equipment, network, security and server setup to end user
- Monitor and manage network infrastructure and network services to accommodate to whole system requirement
- Test and hack the network infrastructure for weakness and loopholes
- Install updates and patch for the network equipment BIOS and software
- Install and implement security programs
- Manage E-mail and Internet services with Web master
- Evaluate and implement network equipment and network management and monitoring software/tools provided by supplier(s)
- Monitor network traffic and bottlenecks
- Administer the antivirus software and implement the antivirus scanning schedule and plan for the entire system
- Allocate the use of the internet and network bandwidth for the effective and efficient use of the resource to all users
- Maintain hardware monitoring tools for servers and its client machines
- Participate in training programs

- Report the results of Technical Information Security assessments with conclusions, recommendations for improvement, planned management actions, follow-up status to the superior
- Develop and maintain specific security model
- Read and fully understand the IT Security documents and other legal requirements
- Produce daily, weekly and monthly or based on demand report on the network performance, traffic used, maintenance result and schedule and security threats and recommendation for update and upgrade.

#### **4. Web Developer/Programmer – 2 positions**

- Work with Contractor's technical staffs and MEF's technical officials on the responsible area during the design, development, installation and implementation phase
- Extensive knowledge of web development (HTML/CSS, Javascript, Ajax, PHP, ASP.Net, JSP, SQL)
- Extensive knowledge with CMS like Joomla, Wordpress, Opencard, etc.
- Extensive knowledge of .Net Programming Language (C#, Visual Basic), Java, C++ is an advantages
- Familiar with MySQL, Oracle, and SQL Server
- Setup, design and develop websites, web application, mobile application and web services for FMIS and MEF
- Design and develop reports to publish into websites and web portals
- Monitor the security for web servers, websites, web portals and web services
- Evaluate and implement website management and monitoring tools provided by supplier(s)
- Can develop App for iOS and Android OS is an advantage
- Participate in training programs
- Familiarity with version control (SVN) and working in a multi-developer environment
- Extensive knowledge of and experience with cross browser web development for IE, Firefox, Opera, Safari and Chrome
- Produce daily, weekly and monthly or based on demand report on the network performance, traffic used, maintenance result and schedule and security threats and recommendation for update and upgrade

#### **5. Multimedia and Graphic Designer – 1 position**

- Extensive knowledge with Adobe Creative Suite
- Possess expert understanding of multimedia design and experience building files for both print and digital
- Create multimedia products in partnership with business analysts, technical architects and software programmers
- Create digital images for the purpose of animation
- Transfer audio/video files to be edited and manipulated digitally
- Create animated sequences using computer software
- Produce daily, weekly and monthly or based on demand report

## Competencies

Skill Area	Requirements
<b>1. Technical Skills</b>	At least bachelor degree with sound knowledge in Information and Communication Technologies required in the applied position  (High priority for Android and iOS developing skills for Web master and developer position)
<b>2. Professional qualification</b>	Graduate qualified in ICT fields
<b>3. Language</b>	Native Khmer speaker and Good in English
<b>4. Experiences</b>	<ul style="list-style-type: none"><li>– Previous experience of working on the implementation on the direct or line products such as Oracle, Microsoft, Juniper</li><li>– At least 1 year experience in responsible for similar position(s)</li></ul>
<b>5. Working with donor agencies</b>	Proven experience of working with other donors, particularly the World Bank is also essential.
<b>6. Gender</b>	Female candidate are encouraging and get first priority for the selection

## Deliverables

- Well performance the duties as described in roles and responsibilities
- Monthly performance reports
- Evaluation report from FMIS Project manager

## Timing and inputs

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### **Working Methods**

The establishment of a close collaborative working arrangement is essential. A mentoring role is important and a test of success is not just the technical delivery of the advice, but also the personal development of counterparts and other staffs within the ITD so that they are able to better understand MEF and Government's legal rights and obligations under the contract and associated Cambodian law.

### **Reporting Mechanisms**

The Consultants will in the first mission of the assignment produce an initial inception report including a detailed action plan for discussion and agreement with FMIS Project Manager. Monthly deliverable reports will submit the mission report including output to and approved by FMIS Project Manager for mission payment. During the period of assignments the Consultants will produce quarterly progress reports for discussion with the FMIS Project Manager, chairman of FMIS Management Working Group and the MEF Reform Committee.

### **Languages**

Khmer and English will be used for all communications, reporting and documentation.

### **Location of the assignments**

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### **Logistics arrangement**

The office desk and chair, internet access will be provided to the Consultants. However, the Consultants will need to bring his or her own laptop computer and other necessary tools to perform and achieve the assignments. The Consultants will not be encouraged to work and communicate by any mean for his own personal issues other than the above specified assignment during the assignments' working time.



## Incentive

- During or after contract, all candidates will have the opportunity become Government's officials (Government's salary) based on performance reviewed by FMWG.